

REIMAGINING

Allegheny County



Campaign Prospectus

ERIN McCLELLAND

for
Allegheny County Executive

2023

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❧ 2023 ❧

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REIMAGINE



Allegheny County

There is an insatiable appetite for systemic change in Allegheny County that has been proven undeniable. Justice Ruth Bader Ginsberg said “Real change, enduring change, happens one step at a time.” She is absolutely right. But it is not passion or politics that can effectively operationalize real change at the systemic level of government; It’s process. And that essential framework for achieving real systemic reform in Allegheny County, is what has yet to be realized.

Any change leader or process improvement expert will confirm, real systemic change doesn’t happen over a bull horn, in a press release, or in a social media post. It happens deep within the atomic level movements we make everyday as we do the people’s work. Justice Ginsberg was widely viewed as the most prolific and detailed questioner on the Supreme Court because she knew the importance of asking the right question. All good systemic problem solving begins with the question that needles down on exactly, “What problem are you trying to solve?”

I carry with me an incredibly romantic notion of a government that operates at the consent of the governed. That notion and this unprecedented era of change has inspired me to design a very different style of campaign. I am taking the next year, and asking the people of Allegheny County, “What problems are you trying to solve?” I am energized and inspired by your ideas on breaking down old barriers and building up new bridges. In the end, we will have created a real vision for the next chapter of Allegheny County, that the people can own and I will enact.

I am sincerely looking forward to bringing my high-energy passion, vigilant prudence, and extensive process and policy knowledge in all levels of government to needle down deep into this massive complex adaptive system and nurture it into the 21st century, one step at a time. I truly hope you will join me. We have so much work to do.

All my love,



"Real change, enduring change, happens one step at a time."

-Justice Ruth Bader Ginsberg

REDEFINING



The Allegheny County Executive

The role of Allegheny County Executive has historically been uniquely defined by the person who holds it. In 2023, the voters of Allegheny County will once again, redefine the role of their Executive.

There is no denying that this era is rigorously testing our democracy. We must expand our universe, contemplating the inevitability of the impossible and think comprehensively about the unthinkable. In this newest rendering of the body politic, where a pandemic is a political construct, public health is a personal choice, and policy is a post of 280 characters or less, the old rules and ways are myopic, unworldly, and archaic. ***A new vision of government that comprises process, policy, and politics befitting the 21st century is not only preferable, it is essential.***

PROCESS

Today's government systems have become massive in breadth, depth, and density. They move too slowly and too often fail to adapt to crisis at the same rate as the rest of our society. That lack of agility makes any reforms, whether it be removing systemic injustice or improving systemic transparency, very unlikely. The process of updating these systems is a tedious and complicated

effort that will require a County Executive with extensive experience systematically improving processes in large government systems, the work ethic and energy required to effect this undertaking, and the charisma to lead large-scale systemic change. While it may seem a significant effort, once completed, this work will standardize agility, equity, and adaptability into county systems that will benefit the people for years to come.

POLITICS

Our great experiment in democracy is once again, as it has been many times in the past, being tested. In response, the voters of Allegheny County have consistently and emphatically elected youth, energy, diversity, and change at the legislative level. Now they can do so at the Executive level.

As the electoral process is continuously minimized into memes and emoticons, the complexity of information delivery across the electorate is growing more complicated. We as voters, must be more prudent and contemplative in our vetting of the leaders we hire. In this era, electing leaders who possess the values, competencies, and skills befitting the time and climate is more important than ever.



"I'm not taking power, I'm catalyzing systemic change."

– Ashraf Ghani

Cofounder, Institute of State Effectiveness

REDEFINING



The Allegheny County Executive

Each of us are part of the American story. We all stand on the shoulders of those who came before us and all hoist the mantle for those who will follow. In the new era of just redemption, it will not be the blade that allows us to self-actualize this moment, but the bridges we build together that will pave our journey to the next great chapter of Allegheny County.

– Erin McClelland

Navigating the current socio-political ecosystem intelligently and effectively is no longer done over a cigar and a press release. Political sagacity now requires a keen understanding of mass psychology, strategies of political propaganda, a high-velocity communication infrastructure, a charismatic media presence, and the energy to operationalize it all. A 21st century political acumen is not just preferable for a great candidate; it's essential.

POLICY

The 21st century is proving to be an era of great unknowns, in which American local governments and their leaders must demonstrate not just “what” they think, but more importantly “how.”

The fundamental question for any leader in these precarious and uncertain times is not how you'll

vote when . . . It's where will you turn when there is nothing else to turn to. When there is no wise old man, no government manual, no peer-reviewed case study, what principle guides your response when the current condition is largely unknown?

There is absolutely only one correct answer to this question: The Scientific Method. It is within this most fundamental principle of human discovery and innovation where true systemic and enduring progress is realized.

If we are grounded in scientific, solution-focused processes, wielded by our conviction and dedication to systemically infusing those solutions and limited only by the breadth and depth of our own imagination, then together we can begin to reimagine a new Allegheny County.



REINTRODUCING



Erin McClelland



A native of Allegheny County, I was born, raised, and currently live in the Alle-Kiski Valley. I received my Bachelors of Science degree in Psychology from the University of Pittsburgh in 1997 and Masters of Science in Psychology from Chatham University (formerly Chatham College) in 2002.

I spent the first 10 years of my career as a substance abuse treatment professional at several Pittsburgh area treatment centers including Pittsburgh Black Action, Inc and St. Francis Medical Center. In 2003, I began working at the Institute for Research, Education and Training in Addiction (IRETA) through their Practice Improvement Collaborative, an effort dedicated to

reducing the 10-year gap between best-practice research and clinical integration. During that time, I had the privilege to train with the Pittsburgh Regional Healthcare Initiative (PRHI) under the direction of former Treasury Secretary Paul O'Neill. Using the scientific method and lean process improvement strategies, I learned to improve complex systems from within, eliminating medical errors, increasing clinical effectiveness, reducing waste, and improving outcomes in healthcare and addiction treatment. While at IRETA, I served as an opiate addiction consultant on the White House Office of National Drug Control Policy's 25 Cities Initiative.

In 2006, I designed and ran the first and only state-licensed orthomolecular recovery program for addiction in Pennsylvania. This program raised nearly \$2 million in venture capital funding and was featured twice in Industrial Engineer Magazine for using engineering principles and the scientific method to improve treatment effectiveness and address addiction at all levels of the human condition. Not willing to succumb to common claims of over-regulation in the substance abuse treatment system by some providers, I set a goal to achieve a perfect evaluation in the clinic's annual state audit and achieved it.

In 2015 I began performing process improvement and policy work at the Allegheny County Department of Human Services (DHS). My work includes redesigning the organization's employee performance management system, developing a merit-based hiring process and policy, writing the employee medical marijuana policy, and identifying points of systemic-bias in the employee recruitment and retention processes. Every day I work to standardize employees' work, eliminate systemic bias, and advocate for blame-free work-place principles that protect workers, improve morale, and decrease turn-over and other forms of systemic loss.

I have thoroughly enjoyed working to improve county systems, processes, and policies for the 1600 people that work at DHS and look forward to doing it county-wide as Allegheny County Executive.



*"People will forget what you said, people will forget what you did,
but people will never forget how you made them feel."*

-Maya Angelou

REENERGIZE

The American Dream



It is inherent in a government that operates at the consent of the governed as well as a principle of advanced citizenship, that each day is a test. This, like every election, is a test for the 1.2 million people in Allegheny County asking each and everyone of us, "What problems are we trying to solve and who is best fit to solve them?"

Our system is not unfit, but merely unfinished. It is incumbent upon each of us to contribute effectively toward its further evolution united in the goal to effect real, systemic justice. I hope you will lend your voice to this campaign and make your own contribution toward the Reimagining of Allegheny County.

- Tell us how you Reimagine Allegheny County on our website or email us at ErinForACE@gmail.com.
- Sign up for campaign updates at ErinMcClelland.com.
- Follow us on social media.
- Make a contribution to the campaign.

Make checks payable to:
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